

**Focus this month:
Access the right force**

"This year it's been difficult to expand the Active Component force recruiting from 72,000 to 80,000 because the economy is improving and unemployment rates are going down. ...

We are making progress, but it remains a challenge for us to recruit the force in a time of war." -- Gen. Kevin P. Byrnes, Training and Doctrine Command commanding general

"We're expanding the Army by 30,000 people and adding 10 additional combat brigades to provide our Soldiers a rotational tempo that makes sense for an all-volunteer force in a time of protracted conflict." -- Gen.

Kevin P. Byrnes, Training and Doctrine Command commanding general

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This month's focus: trends and training in TRADOC

Recruiting changes focus to leadership

By Tobi Edler/*Fort Jackson Leader*

FORT JACKSON, S.C. (TRADOC News Service, June 9, 2005) – Since 1989, when U.S. Army Recruiting Command last updated its recruiting operation manual, the Army has changed, the market environment has changed, and the world situation continues to change.

"There is no doubt that it is time to change the way in which we recruit," said Maj. Gen. Michael Rochelle, USAREC commanding general. "These changes, once fully integrated, are our pathway to success."

The new doctrine, USAREC Manual 3.0, replaces USAREC Manual 100-5.

The doctrine team of first sergeants, company commanders, civilians and contractors were given one year to complete the assigned mission and conceptualize how those who are successful in recruiting are doing business.

The key to recruiting success, as they move forward with this doctrine change, is the development of self-aware and adaptive leaders and Soldiers. The impetus for change was twofold.

"Number one, the doctrine was outdated. Secondly, to create a relevant and ready recruiting force that is connected to America and our target market, the millennial generation," said Greg Melcher, training developer, U.S. Army Recruiting and Retention School.

Relevant and ready is the new theme for recruiters. The recruiting command's new doctrine is designed to make recruiters just that.

The mission to recruit for an Army at war continues while the transformation is initiated.

"The biggest impact the Global War on Terror has had on Recruiting Command is

that the recruiters and commanders are coming straight from Iraq to the recruiting environment," said Rick Webre, training developer, U.S. Army Recruiting and Retention School. "And we value the experience we get from them."

Recruiting school has moved from a sales-based organization to a leadership-based organization.

"There is no longer any mention of salesmanship in the curriculum. That is a huge, gigantic change," said Melcher. "We want to tailor our organization to the market we want to reach out to."

Studies indicate the millennial generation does not respond well to a sales-based approach.

"They are looking for security and want to be a part of the team, vs. the me, me, me attitude of earlier generations. So, according to studies, this future generation is one of the most promising in a long time," Melcher said.

Now, the Army interview for potential recruits is based on leadership counseling principles, not the principles of sales.

What will result from these changes in theory is that Soldiers will be more familiar with the terms and concepts because the new doctrine was patterned after Field Manual 22-100, "Army Leadership." References to work ethic have been replaced by leadership focus and production with operations.

"We have synchronized the course with Army doctrine, and the Soldiers will be very familiar with it before they show up," said Melcher. "We are no longer teaching them a brand-new concept or brand-new approach, which sales was. This way we complement the base of knowledge they already have and hopefully expand upon it, developing their interpersonal, communication and counseling skills."

When newly assigned recruiters arrive for training, they should find it easier to transition into the recruiting environment because the doctrine format is similar to Army doctrine. New leaders and recruiters will now be able to immediately relate their previous leadership-based training to the recruiting process.

"The new recruiting doctrine is a tried and true Army method familiar to all Soldiers. This will produce graduates of

the U.S. Army Recruiting and Retention School with increased self-awareness and an introduction to the concepts of adaptability," said Melcher.

The revised doctrine is a vehicle to begin the change of USAREC's culture. The new doctrine calls for leaders to develop mentoring skills to coach recruits and subordinates to success. By shaping recruiters' thoughts and creating a better environment for learning, the new doctrine provides for a goals-oriented approach to conducting recruiting operations.

The Army interview method will enable recruiters to provide information to men and women in a mentoring, counseling and coaching manner.

It also provides recruiters a way to tell their personal Army story with enthusiasm and confidence to the millennial generation.

"The new recruiter coming to the course will not know the difference," said Webre. "But the recruiters who have been doing it for the past few years are the ones who are going to have to adapt to the new doctrine and may find it a little more difficult."

Old recruiters had to undergo a chain-teaching training-sustainment package that emphasized what the changes are and how to implement them.

"Anytime you make changes, there is that resistance, but a lot of the recruiters were thankful the new doctrine was implemented," said Capt. Lloyd Sanders, Columbia Recruiting company commander.

The new process uses transformational leadership and takes more time than transactional leadership. As opposed to doing monthly counseling or quarterly counseling, new recruiters are doing counseling on a daily basis.

"Good recruiters use their leadership skills to lead a respective recruit into the Army vs. sell them in. Good leaders can influence people," said Sanders.

The end result is that USAREC is more focused on leadership and developing leaders.

And at the conclusion of a recruiter's tour, he or she will have much more experience with leadership and counseling.

About the cover:

Spc. Jennese Wimbley from 116th Brigade Combat Team, 42nd Infantry Division, prepares to remove a humvee's engine at Kirkuk Air Base, Iraq. Vehicle safety and Training and Doctrine Command-designed convoy-operations safety training helps save lives of Soldiers fighting in the Global War on Terrorism. (U.S. Air Force photo by Tech. Sgt. Christopher Gish)

CSA talks recruiting, retention during Gordon visit

Story by Kristy Davies/*The Signal*

Photo by Marlene Thompson/Fort Gordon Photo Lab

FORT GORDON, Ga. (TRADOC News Service, June 10, 2005) – Gen. Peter Schoomaker, chief of staff of the Army, paid a comprehensive visit to Fort Gordon June 2.

Schoomaker attended the Southeast Regional Medical Command and Eisenhower Army Medical Center change-of-command ceremony for his brother, Brig. Gen. Eric Schoomaker, who passed command to Col. Donald Bradshaw.

Following the ceremony, the CSA made his way to a command briefing, lunch with senior noncommissioned officers and took time to speak to Soldiers and answer their questions.

Schoomaker was provided a command briefing in Signal Towers after his brother's ceremony. Hosted by Maj. Gen. Janet Hicks, U.S. Army Signal Center and Fort Gordon commander, and Col. Jack Bryant, U.S. Army Signal Center chief of staff, Schoomaker was given an update on Signal Center training, activities, initiatives and other issues by staff officers and directorate chiefs.

Also providing updates and information was Col. Karen Adams, garrison commander, and major mission commanders located on Fort Gordon, such as the 93rd Signal Brigade, 513th Military Intelligence Brigade and the Gordon Regional Security Operations Center.

Following the command briefing, Schoomaker, with an appetite for food and time with Soldiers, ate lunch at the Gordon Club with senior noncommissioned officers from all the units on post.

"He spent quite a bit of time talking about retention and recruiting and how we can better retain Soldiers in the Army," said Master Sgt. Dennis Leanhart, deputy commandant of the Regimental Noncommissioned Officer Academy, who participated in the luncheon with Schoomaker.

"(The senior NCOs) felt it was important to him to hear what we had to say," added



Army Chief of Staff Gen. Peter Schoomaker spoke at Fort Gordon, Ga., June 2 following the change-of-command ceremony for his brother, Brig. Gen. Eric Schoomaker, former Eisenhower Army Medical Center commander.

Leanhart. "It's not often you get the opportunity to see (the CSA) or talk to him."

Schoomaker took time out of his schedule to also speak to Soldiers at Alexander Hall. Hundreds of Soldiers filled the auditorium, anxious to see and hear Schoomaker.

The last time an Army chief of staff visited Fort Gordon was in 2000, according to Hicks.

"What a difference he has made," said Hicks as she spoke of Schoomaker and his accomplishments through the execution of Army transformation as Army CSA.

"I want to thank everybody for their service because you are serving in an Army that is at war," said Schoomaker as he started his speech.

"The nation is at war in a time that is considerably different from other wars that

have been fought," he continued. "We have already been longer in this Global War on Terrorism since [Sept. 11, 2001] than World War II was."

The transformation of the Army, recruiting, modern warfare, the draft and Warrior Ethos were some of the subjects Schoomaker discussed with Soldiers.

After he spoke, Schoomaker opened the floor to questions. Soldiers asked about women in the Army; National Guard and Army Reserve issues; the definition of the Global War on Terror; and how training will be changed because of modern warfare.

Schoomaker told the Soldiers that the Army has come a long way, but that there is still much work to be done.

As he closed his remarks, Schoomaker asked but one thing of the Soldiers: "I ask you to serve as long as you can."

General cites influencers as part of recruiting challenge

By Sgt. 1st Class Doug Sample/American Forces Press Service

FORT GEORGE G. MEADE, Md.

(American Forces Press Service, June 17, 2005) – The greatest challenge facing recruiters is the people who influence young men and women of the “Millennium Generation” not to serve, the commander of the Army Recruiting Command said here today.

“Influencers are clearly having an impact right now on our ability to successfully recruit – unquestionably so,” said Maj. Gen. Michael D. Rochelle, who was here to take part in a change-of-command ceremony for 1st Recruiting Brigade.

At a news conference following the ceremony, the general pointed out that recruiting is getting harder because parents don’t want recruiters, “who simply want to tell the Army story, who we are and what it is we do for this great nation,” to sit down and talk with their children.

“The one characteristic that is very honorable and respectable about ‘millennials’ is that they listen and they generally heed the advice of their advisers,” Rochelle said.

“Whether we’re talking parents, coaches, teachers, guidance counselors, it matters not. They take all of that on board, then they filter it and process it,” the general explained.

Rochelle’s comments come as the Army, for the fourth consecutive month, failed to reach its recruiting goal. He said recruiters today have to contact as many as 100 people before getting one person to sit down to listen to the Army’s story,

and “that number is rising.”

The general said his message to influencers and parents is that “serving in America’s Army is perhaps one of the most noble things a young man or woman can do today.”

“Every Soldier who serves does so with the pride of all of America,” he noted. “It is tremendously noble. Does it come with some sacrifice and danger? Absolutely.”

But, he added, “that nobility is something they should recognize and encourage.”

Despite the challenges, the general said, the recruiting command will give “everything it has” to meet the goal of 80,000 new recruits in fiscal 2005, which ends Sept. 30. “We’re still focused very much on 100 percent success,” he said.

Rochelle expressed hope that recruiting numbers will get better soon, especially during the upcoming summer, when high-school graduates will be faced with the question of what to do next.

“Typically we get a lift in the summer months,” he said. “The question will be how much of a lift. I’m hoping for a very good lift.”

The general said the Army hopes to bring in new recruits by increasing signing bonuses to up to \$40,000, a move that will require congressional authorization. Programs also are in place to give Soldiers tours of military installations to give them a feel for Army life, and another program partners with business to guarantee new recruits priority interviews right when they complete training or military service.

He said about 100 companies have signed on with the Army in the “Partnership for Youth Success,” including the Dell Corp., Southwest Airlines and Sears Logistics.

“What these companies realize is that these young Soldiers, after completion of military service, bring a quality that’s frankly irreplaceable,” Rochelle said.

The general said his order to “stand down” recruiters in March was a result of reports in the media that recruiters were using forceful and unfair tactics to enlist new Soldiers. He said the move was intended to “refocus recruiters on Army values.”

“We represent one of the most respected organizations in our society and a values-based organization,” he said. “Therefore, the focus was exactly on that: our Army values.”

The general said the stand-down did not result in any policy changes in how the Army governs its recruiting. “We’ve not changed anything in how we recruit tactically,” he said, “nor policy-wise, which governs the how.”

Meanwhile, Rochelle brushed off questions about the quality of recruits joining the military. “Are we looking at lowering quality? Absolutely not,” he asserted. He said he is very pleased with the “magnificent young men and women” joining today’s Army.

“You cannot help to be impressed by the fact that they are very much like a throwback to the World War II great generation,” he said. “They really are inclined to serve.”

Freedom Team Salute recognizes Army's extended family

WASHINGTON (TRADOC News Service) – While some parents and other “influencers” talk young people out of serving in the Army, other parents, spouses and employers proudly support their children, spouse or employees who serve. To show its support of those who support it, the Army sponsors a “Freedom Team Salute” program.

The new recognition program gives all Army Soldiers – active duty, Reservists and National Guardsmen – the opportunity to recognize and thank parents, spouses and employers for their support. The program also shows Army appreciation to Army veterans.

Francis Harvey, secretary of the Army, said the goal of the campaign is to recognize those who make Soldiers' service possible.

“Our Soldiers could not answer their noble calling of defending the values that have made our country great – this call to duty – without the support of those from whom they draw so much strength: spouses, parents, relatives, teachers, friends and employers,” Harvey said.

He said Army veterans are also a key part of the campaign.

“Of particular importance is the recognition this program provides for Army veterans,” he said. “Today these courageous men and women collectively represent 10 million out of a total of 26 million veterans residing in all 50 states,” he said. “Freedom Team Salute provides another opportunity for the Army to show its appreciation to veterans and veteran service organizations for their dedicated serviced and continued support of today's Soldiers and families.”

Gen. Richard Cody, vice chief of staff of the Army, said Freedom Team Salute is a way to recognize the sacrifices of those who don't wear the Army's uniform. He said he had recently visited a New York National Guard unit who had rescued

American hostage Thomas Hamill.

“But that's not surprising, considering the outstanding Soldiers that make up the unit and the incredible support they have received from their families, employers and units,” Cody said. “Freedom Team Salute allows our Soldiers to pause and say ‘thank you’ to our incredible extended Army family that has done so much for our troops.”

Vicki Cody, Cody's wife and mother of two sons serving in the Army, lauded the extended Army family during a Soldiers Radio and Television interview May 18. “This pin represents everything that's great about the Army family, their embrace and support,” she said after Cody surprised her during the interview with a Freedom Team Salute. “What's great about this program is that you don't have to be Volunteer of the Year or Spouse of the Year – you can be anyone who supports a Soldier and loves a Soldier.”



The first person to receive the honor during the campaign's kick-off event May 2 was David Rodriguez, a decorated veteran of the Vietnam War who serves as the commander of the American GI Forum, an organization for Hispanic veterans of the Army. Rodriguez said receiving the Freedom Team Salute recognition is an honor.

“It's going to be good for the Army. When I saw the one sergeant present the pin to his wife, or the young sergeant to his parents (at the kick-off ceremony), it almost brought tears to my eyes,” he said. “We need to recognize what's going on in the United States and show the people in

the community that the military, the Army, knows and cares about the sacrifices they make.”

Soldiers who wish to nominate someone to receive the Freedom Team Salute recognition can do so by visiting the campaign's official Website at <http://freedomteamsalute.army.mil>. According to an Army Public Affairs release, nominating someone for a Freedom Team Salute is easy – once at the Website, Soldiers can click on the “nominate a person” button and enter the name and address of the person who supports them.

According to the Website, honorably discharged veterans may nominate themselves for recognition under this program. Veterans can log onto the website and simply enter their name and address.

Freedom Team Salute honorees receive a commendation package (see next page), including an “Army of One” lapel pin, an official Army decal, a letter of appreciation signed by the Army chief of staff and the secretary of the Army, and a letter of thanks signed by the chief of staff and the secretary.

The new program enhances the Army's “Operation Tribute to Freedom” outreach initiatives, where Soldiers speak with area civic clubs and community organizations, participate in major sporting events and local celebrations, and return to their hometowns following combat duties overseas. Many audience members at these events include the influencers on Army recruiting and the young men and women the Army must find creative ways to tell the Army story to.

(Editor's note: This story adapted from May 2 Army News Service story by Eric Cramer; interview with Gen. Richard and Vicki Cody, Army News Watch May 18 edition; and Army Public Affairs media release dated May 2.)



The Freedom Team Salute commendation package includes an "Army of One" lapel pin, an official Army decal, a letter of appreciation signed by the Army chief of staff and the secretary of the Army, and a letter of thanks signed by the chief of staff and the secretary.

Recruiter tells CSA: it's about leadership, not salesmanship

Story and photo by Lt. Col. Michael Negard

WASHINGTON (Army News Service, June 21, 2005) – During a visit to Petoskey, Mich., June 16-17, Army Chief of Staff Gen. Peter J. Schoomaker paid a short visit to the city's Army recruiting station to glean insights on recruiting efforts in the Northern Michigan region.

During the 30-minute meeting, Schoomaker discussed recruiting, standards and initiatives with Sgt. Wesley Watson, the Army recruiter assigned to the small year-round resort community nestled on the shores of Lake Michigan's Little Traverse Bay.

"Recruiting is no different than having duties on an installation in the sense that it's not salesmanship, it's leadership,"

Watson told the Army chief. "This isn't selling car insurance. This is about human lives we're dealing with."

With summer recruiting in high gear, the Army chief took advantage of a previously scheduled speaking engagement at Petoskey's North Central Michigan College to check on regional recruiting at the armed forces recruiting station, which Watson shares with Navy, Air Force and Marine recruiters.

"We would really like to focus our efforts in training into ways you think are appropriate, so any ideas you have would be very useful," Schoomaker told Watson. "Tell us how you think we can improve our processes from your position. How can we give all the Soldiers, recruiters like you in these various communities, the tools they

need?"

Although the Army is facing one of its greatest recruiting challenges in recent history, it expects to see improvement by the end of the fiscal year, based on multiple recruiting initiatives, increased incentives and increases in recruiter strength.

The summer months also tend to draw more recruits, according to historical data. And while recruiting numbers were down for May, re-enlistment across the Active Component, Army Reserve and Army National Guard was 103 percent, 104 percent and 103 percent, respectively.

"We are competing for a very small percentage of the population. We have to make sure we address the full spectrum," Schoomaker said. "During World War II, we had a population of about 140 million people in this country, and we put almost 9 percent of that population in the uniform. Today we have twice the population in this country, we're trying to put about four-tenths of 1 percent of that population in uniform, and we are facing a national security situation that is at least as dangerous, if not more dangerous, than we faced in World War II."

Watson, who has been serving as a recruiter for almost two years, joined the Army in 1995 and has served as an M-1 armor crewman in Germany; at Fort Riley, Kan.; Fort Lewis, Wash.; and in the Michigan Army National Guard.

"It was an honor to meet the Army chief of staff and talk about Army recruiting and the challenges that lie ahead for the Army," said Watson. "It's a great confidence builder for me, knowing the chief valued my opinion."

(Editor's note: Lt. Col. Michael Negard serves a public-affairs officer for the Army chief of staff.)



Army Chief of Staff Gen. Peter Schoomaker and Sgt. Wesley Watson, an Army recruiter assigned to the Army Recruiting station at Petoskey, Mich., discuss recruiting issues during the chief's recent visit to northern Michigan.

New incentives, marketing aim to attract military recruits

By Donna Miles/American Forces Press Service

WASHINGTON (American Forces Press Service, June 10, 2005) – The Army hopes to introduce new incentives to attract recruits while working to educate parents, teachers and other adults who influence young people's decision to enlist about the long-term benefits of military service.

Army leaders hope to boost enlistment bonuses to help jump-start sagging recruiting rates, according to Bill Carr, acting deputy undersecretary of defense for military personnel policy. They also hope to introduce a new benefit that helps Soldiers purchase homes.

The incentives, if approved by Congress and signed by the president, would not apply to all Soldiers but will be "selectively applied" depending on the circumstances, Carr explained during an interview today with the American Forces Press Service and the Pentagon Channel.

The current enlistment bonus is \$20,000, the rate introduced in 1999. The version of the fiscal 2006 Defense Authorization Bill under consideration in the House of Representatives proposes raising this figure to \$30,000. Carr said the

Army is "hopeful we can do even better than that."

Also under consideration is a pilot program that would pay up to \$50,000 in mortgage costs for recruits who enlist for eight years of duty, Carr said.

Carr said this concept is popular among potential recruits but resonates particularly well among adults who influence their decisions regarding military service.

Army officials express concern that these "influencers" are steering young people away from the military over concerns they'll be deployed to Iraq or elsewhere in harm's way.

In response, the Army has launched an information effort to help turn them around and demonstrate that the military is "a good foundation to build the rest of your life on," Carr said.

Television and magazine ads directed to these influencers emphasize the educational and personal growth opportunities the military provides.

"The way we represent ourselves has shifted," Carr said. "In the past, we talked to youth about the advantages of them joining the service. But the message has changed more toward why it makes sense

for your son or daughter to serve in the military today and ... what's in it for them."

The message doesn't minimize the possibility that recruits may go into combat and face danger, Carr said. Instead, it focuses on "the certainty of what the military has to offer," he said.

When comparing the two, "it's a wonderful calculation," Carr said.

Carr said it's too soon to tell how the new ads or the introduction of shorter-term enlistments have affected recruiting.

The Army began offering a 15-month enlistment option last month that gives recruits in 59 different specialties a choice of following military duty with service in a program such as AmeriCorps or the Peace Corps. The 15-months-plus-training enlistment option was first introduced in October 2003 as a pilot program in 10 of the Army's 41 recruiting battalions but was expanded nationwide in mid-May.

Carr's optimistic that recruiting will pick up during the summer months, when new high-school graduates begin visiting their local recruiting stations. Compared to the traditionally slow spring recruiting season, "summer is an enormously more favorable environment," he said.

Potential recruits list critical to 'all-recruited' force

By Kathleen T. Rhem/American Forces Press Service

WASHINGTON (American Forces Press Service, June 24, 2005) – The term "all-volunteer force" is a misnomer, a senior Defense Department personnel official said here June 23.

In truth, the U.S. military is an "all-recruited force," and its success depends on recruiters having access to potential recruits, David S.C. Chu, undersecretary for personnel and readiness, told reporters in the Pentagon.

Chu's comments came in response to a June 23 *Washington Post* article that claimed a new Defense Department contract for a database of potential recruits "is provoking a furor among privacy advocates."

However, Chu said, the new contract,

with BeNow Inc. of Wakefield, Mass., is just that – a new contract, not a new practice. The military services have kept various lists of potential recruits for many years, he said. In the past decade, DoD has put more emphasis on "a more organized supervision" of the lists, and since 2003 has gone to a centralized list of some 12 million names that is distributed to recruiters from all services. The list is of recruitment-eligible young people between 16 and 25 years old.

The new contract is for a system to provide a centralized agency to compile, process and distribute files of individuals who meet age and minimum school requirements for military service, according to the notice in the *Federal Register*.

Chu explained that the government provides the contractor various lists of individuals, and the contractor is respon-

sible for consolidating the lists into a master list and purging duplicate entries.

Chu stressed that DoD understands privacy concerns and allows only limited use of collected data. "We don't give these lists out to other people," he said. "(The data) is given only to the military recruiters."

Data that's available to recruiters includes individuals' name, address and phone number. Social Security numbers are used only to purge duplicate entries and not distributed or even maintained in the list, Chu said.

Chu also stressed that this centralized list of potential recruits has no relation to provisions in the federal No Child Left Behind Act that state schools must make student data available to military recruiters to be eligible for federal education funds. Parents can choose not to have their

children's information released to recruiters.

The No Child Left Behind Act provides for individual schools to provide information to local recruiters, not to a centralized list of all potential recruits.

"No Child Left Behind is basically a local and decentralized operation which gives recruiters at your local recruiting station the same right that private companies have," Chu said, adding that high schools routinely provide the same type of information to companies that sell year-books and class rings.

To sustain recruiting efforts, recruiters need access to a source for names of potential recruits. "I suspect some in the public think people simply walk in the door and sign up," he said. "That's not how it works. People have to be made aware that we're interested in them, that they are good candidates for military service. And we have to convey to them what the attributes of military service entail."

Maintaining lists of potential recruits is critical to the success of an armed force that doesn't rely on conscription. "Contacting young Americans, making them aware of their option in the service, is critical to the success of the volunteer force," Chu said.

"The country does not want conscription. If we don't want conscription, you have to give the Department of Defense, the military services, an avenue to contact young people to tell them what is being offered," Chu said. "And you would be naïve to believe in any enterprise that you're going to do well just by waiting for people to call you."



ARMY CAR ON POINT -- Joe Nemechek's Army 01 Chevrolet leads a line of fellow NASCAR drivers through the twisting turns of California's Infineon Raceway during the Dodge/Save Mart 350 race June 26. Nemechek finished the race in 23rd place. The Army, National Guard, Navy and Air Force all sponsor NASCAR cars to help boost recruiting. (Photo by Cameras in Action)

Around the command: People, initiatives
and milestones

Speaking the language: translators aid GWOT

Story and photo by Carmen Slaybaugh/
Fort Jackson Leader

FORT JACKSON, S.C. (TRADOC News Service, June 2, 2005) – Most of them were not born in the United States. The first language they spoke was one from the Middle East. Their cultures are very different than most Americans.

Despite their many differences, they share one thing in common: they are American Soldiers, fighting proudly in the Global War on Terrorism.

Beginning in January 2004, a pilot program for training Middle Eastern native and heritage speakers began at Fort Jackson. The need for individuals who could not only speak but understand the cultures of that region of the world was soon discovered after the Sept. 11, 2001, attacks.

The military-occupation specialty 09L is the only one of its kind, recruiting Soldiers directly into the Individual Ready Reserves. According to the 09L program commander, 1st Lt. Carol Stahl, efforts are being made to bring them directly into the Regular Army.

In addition to Arabic and its many dialects, the 09L program trains Soldiers who speak Pashtu, Dari, Farsi and Kurdish. The average age of the Soldiers is the middle 30s.

"They are directly enlisted into the IRR and then they are activated. After graduation (from advanced individual training), we activate them all for two years," said Stahl. "They will then go over to Iraq or Afghanistan for a 12-month tour. After that commitment, we give them a choice. They can stay in Iraq or Afghanistan, or, they can finish out the last year in the States."

Many of the Soldiers choose to stay deployed, Stahl said. "Some of them do make that decision because that is where they are most needed and they do make more money. If they choose to return, they will be assigned to a stateside installation that has a need for them."



Two 09L Soldiers play the role of insurgent and translator during Company B, 187th Ordnance Battalion's field-training exercise May 25 at Fort Jackson, S.C. After their class graduated June 2, they deployed to Iraq or Afghanistan. Because many of the 09L volunteers still have family members in the Middle East, their names and faces cannot be released.

To date, 78 Soldiers have graduated from AIT, and all have been deployed to serve in Operations Enduring Freedom and Iraqi Freedom. The first O9L class has members already serving their final year of activation at stateside installations.

Because many of the women and men who have chosen to fill these critical slots still have family members in the Middle East, their names and faces cannot be released. Some have lost family members to the regime of Saddam Hussein or to Osama bin Laden.

One of the Soldiers was gassed by Hussein and left blinded and paralyzed for several days. His brother was murdered.

"These Soldiers hate Saddam and terrorism every bit as much, if not more so, than all other Americans. They have lost their family members to the cruelty of tyrants, and have a love and appreciation of the freedoms of the United States of America beyond compare," said Stahl.

Even though the language skills they have are so critical in the war efforts, the Soldiers graduating the program are just like any Soldier finishing AIT — they are Soldiers first. "If you have a dead linguist, what do you have? You have to be sure they are being trained in those warrior and battle drills skills first. We are going to make sure these Soldiers stay alive," Stahl said.

One of only five women to enlist said her reason for deciding to serve is very simple: "I want to help the Iraqi people."

Like most women of Middle Eastern descent, she was raised in an extremely strict family setting, having her marriage

arranged by her family. Yet, she said it was with the encouragement of her husband, who has been living in the States for several years, that she decided to serve in the Army. It was the first big decision she has made in her life without her family's approval.

Another Soldier had to cross the border of Iran illegally to escape the oppressive rule of that country. Eventually, with the aid of a non-governmental organization, he and his family were finally able to emigrate to the United States.

"This country gave me freedom. I want to give something back," said the Soldier.

Until he came to America, he never understood the meaning of freedom of speech. Like many of his fellow O9L Soldiers, he is still amazed he can speak freely about anything without fear of imprisonment or death.

Among the added benefits the Soldiers are given when they enlist is their paperwork for citizenship is accelerated. One Soldier, who was in the first O9L class and recently redeployed from Iraq, said becoming a U.S. citizen has added meaning for him.

"I'm proud to say 'I'm an American citizen. I fought in Iraq. I fought for my country.' I'm good to go," the Soldier said.

The Soldier, with his fellow former classmate also just back from Iraq, has seen firsthand the critical need for their translation skills. After dodging snipers' bullets themselves, seeing their fellow Soldiers maimed and killed, and mothers weeping for children made forever young

by death, they know the place in history the O9L will hold.

They are proud of their efforts in fighting the war and in helping rebuild the country.

All the Soldiers believe the only way to peace is opening the lines of communications.

"We tell them we are not going over there to kill your Muslim brothers. We are not going over there for that reason. We are going over there to rebuild the nation. Nobody wants to shoot or kill anybody. These Soldiers are helping rebuild schools, water systems and hospitals," said Stahl.

"You want to do something that makes a difference. I did something for my (new) country. I chose to live in America, so I have to give something back. This country needs us right now," the Soldier said about his service.

This Soldier is trying to further his military career and become a member of the Army's Special Forces.

From the words of the commanders these O9L Soldiers serve under, their language skills are making a difference.

"There is not a doubt in my mind that our O9L has saved U.S. lives through his proactive method of engaging the local populace and invaluable insight he provides during combat operations. There is no single capability in our arsenal better than our O9L," one commander wrote.

Soon to join the battle are 38 more O9L Soldiers currently completing basic combat training.

First time in 22 years: USAMU wins it all in Interservice Pistol Championships

By Paula J. Randall Pagán/U.S. Army Marksmanship Unit, Accessions Support Brigade

FORT BENNING, Ga. (TRADOC News Service, June 21, 2005) — For the first time in more than two decades, a U.S. Army Marksmanship Unit Soldier can claim the title of interservice pistol champion.

Despite being down June 15 by 10 points after Day 3 of the Interservice Pistol Championships — which were hosted by USAMU June 13-17 at Fort Benning's Phillips Ranges — Sgt. Keith A. Sanderson of USAMU came back to win the Interservice Pistol Championships' individual grand aggregate June 16 by

nine points over Army Reserve Staff Sgt. James Henderson. Marine Gunnery Sgt. Brian Zins finished third, four points behind Henderson in the 46th annual Interservice Pistol Championships.

Henderson beat Sanderson by one point to win the service-pistol individual championship June 16, and Staff Sgt. Adam E. Sokolowski of USAMU took third place.

USAMU's service-pistol team won the Interservice Pistol Championships' team grand aggregate, beating the second-place team of the Marine Corps by 78 points; the Army Reserve team took third place, nine points behind the Marines. The USAMU team was coached by Sgt. Brian

W. Rost, and team members were Sgt. 1st Class Roger C. Jacobson, Sanderson, Sokolowski and Spc. Sean P. Watson.

The USAMU team coached by Rost also won the service-pistol team championship by 14 points over the Reserve team. The USAMU team coached by Master Sgt. Steven M. Hova took third place; shooters were Sgt. 1st Class Eric G. Daniels, Staff Sgt. Robert M. Mango, Sgt. Robert S. Park II, Spc. Timothy M. Barber and Pvt. 2 Christopher J. Jones.

Rost's team took a commanding lead in the overall team competition June 15. The Army won the .45-caliber team championship by 12 points over the second-place Marine Corps team. This win put the Army

team 22 points ahead of the Marine Corps team. Barber's team took third place in the .45-caliber team match.

Sanderson won the .45-caliber individual championship with a score of 891 points out of a possible 900. Zins finished two points behind in second place, and Sokolowski finished third with an 884.

Zins took the 2700 aggregate individual championship, followed by Sanderson in second place and Henderson in third. This championship was an aggregate of the .22-caliber match that was shot June 13, the center-fire match that was fired June 14 and the .45-caliber match that took place June 15.

Barber won the excellence-in-competition match, followed by Marine Pfc. Ben R. Footer in second place and Jones in third.

In the second day of competition June 14, the Army team won easily, and USAMU's shooters took six of the top eight spots in the individual matches.

The USAMU team of Jacobson, Sokolowski, Sanderson and Watson won the center-fire team championship; the Marine Corps team took second place, 12 points behind the USAMU team, and the Army Reserve team finished third, 21 points behind the Army.

Zins won the center-fire individual championship with a score of 890 points

out of a possible 900, followed by Henderson trailing three points. In the following six spots were the following USAMU Soldiers: Sanderson, Jacobson and Mango at 881 points; Sokolowski at 878 points; Park with 872 points; and Daniels at 870.

Henderson won the .22-caliber individual championship June 13, with Zins just two points behind, and Sanderson and Marine Gunnery Sgt. Richard T. Gray three points behind Zins in third. Following close behind were Marine Reserve Sgt. Jason P. Hedrick, Army Reserve Staff Sgt. Jon Rosene, Sokolowski, Marine Sgt. Matthew H. Prykryl, Army Reserve Staff Sgt. Fritz Ficke and Jones.

The Marine Corps team took the .22-caliber team championship, just two points ahead of USAMU's team. The all-Guard team, made up of Army and Air Force National Guard shooters, finished third.

Sanderson won the combat pistol match June 17, and Sokolowski won the warm-up match June 11.

The winners were presented their plaques and medals at the awards banquet June 17 in Columbus, Ga. Infantry Training Brigade commander Col. Scott A. Henry was the guest speaker and presented the top awards.

Nearly 80 members of the military

competed for the chance to win plaques and medals and for the bragging rights to call themselves the military's "top gun." Military personnel from the Army, Army Reserve, Army National Guard, Navy, Navy Reserve, Air Force, Air National Guard, Marines, Marine Corps Reserves and the Coast Guard competed in the matches.

"We are a nation at war. Our expertise with issued small arms must be comprehensive, both as individual shooters and as collective instructors," said USAMU commander Lt. Col. David J. Liwanag. "This year we take the first step in developing and improving the overall proficiency of all Department of Defense pistol shooters with an introduction to the Joint-service 'armed forces skill at arms meeting' combat match formats using standard-issue service pistols and ammunition."

For more information on the Interservice Pistol Championships, contact Michael J. Behnke, USAMU chief of competitions, at (706) 545-7841 or michael.behnke@usaac.army.mil. A copy of the Interservice Pistol Championship program, schedule and match results are available on the USAMU Website at www.usamu.com.

Benning directorates test new weapons

Story and photo by Donna Hyatt/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, June 16, 2005) – Taking their cue from post-combat Soldier surveys, Talley Defense Systems demonstrated weapons and munitions at Griswold Range June 9 in a live-fire exercise for the Directorate of Operations and Training, Soldier Battle Lab, Directorate of Combat Development and 29th Infantry Regiment.

Designed for close combat and useful in urban terrain zones, the experimental M-72 anti-structure munition and the M-141 bunker defeat munition shoulder launchers are smaller than the AT4 currently used by the Army.

Waiving the opportunity to personally test the new weapons, Maj. Gen. Benjamin Freakley, commanding general of Fort Benning, called for the youngest Soldiers of 29th Inf. Regt. to test the weapons.

The munitions were fired from a distance of 150 meters at targets simulating structures typically found in combat situations such as concrete block walls, brick and plywood walls, and standard

earth and timber bunkers. In addition to firing from an outdoor test stand or from the shoulder, the effectiveness of safely firing an anti-armor round from within a wood and metal frame structure was also demonstrated.

Spc. Brian Blick, an AT4 instructor with 29th Inf., fired a BDM sub-caliber trainer with a 21mm rocket insert, followed by a live munition, against an earth and timber bunker.

Following the successful impact on target, Blick told Freakley the training device was "almost identical to firing the live round."

Pleased with the results and answers produced by Blick, the commanding general presented him with a CG coin.

Confessing he "didn't want to miss in front of all these people," Blick said he



The 29th Infantry Regiment Soldiers fire munitions at Griswold Range June 9.

"thought (the BDM sub-caliber trainer) was awesome. I liked it a lot."

Although several engineering modifications are still needed to bring these new devices to the troops, the M-141 BDM is currently used by Soldiers in Operation Enduring Freedom and Operation Iraqi Freedom to destroy bunkers and enemy positions in buildings.

CRC mission becomes more complex

Story and photo by Bridgett Siter/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, June 9, 2005) – CRC could stand for Confusing, Really Confusing. But it doesn't.

It stands for CONUS Replacement Center. CONUS is an acronym for Continental United States. So it follows that the CRC is actually the Continental United States Replacement Center. Which means what?

Nowhere on Fort Benning will you find a more complex mission – much less a complex name – or an eclectic group of “students” than the CRC, the gated “village” off Highway 280 in the Harmony Church area of post, less than a mile from the Ranger Training Brigade.

Command Sgt. Maj. Stuart Smith has been at the CRC one year. It didn't take him long to recognize the common misconceptions about the center or its mission.

“This is not a Reserve Component organization,” Smith said, although two Reserve units are currently working there.

“We don't mobilize, we deploy,” he said. A layperson might not know the difference.

And, he said, “80 percent of our deployees are civilians.” Who knew?

Fort Benning's CRC was stood up in 1995 to supply individual replacements to units stationed in the Balkans. Now, the center is responsible for preparing individuals, as opposed to units, to deploy to any of a number of areas around the world to “plug in” to jobs where they're needed.

The CRC is comprised of five companies. Headquarters deals with redeploying individuals – those returning from overseas assignments – and D Company deals exclusively with Individual Ready Reserve Soldiers.

In two-week cycles, Companies A, B and C take servicemen and -women from every branch, active and Reserve, civilian contractors, linguists, employees with the Army and Air Force Exchange Services, the Red Cross, the Drug Enforcement Agency, the Defense Intelligence Agency and so on, through a series of classes to prepare them for deployment.

You name it, if they're going overseas, they'll “process through” one of two CRCs, here or at Fort Bliss, Texas, which deploys exclusively to Iraq, Smith said.

This year, for the fourth year in a row, Fort Benning's CRC will process more

than 12,000 individuals, 25 percent more annually than the center typically processed before the Global War on Terrorism. It's a monumental task given the current state of affairs abroad, Smith said.

Every Soldier must be a warrior, but every individual, Soldier or not, must be prepared for service in a potentially hostile environment.

That means AAFES employees who have never worn an Army uniform will learn to recognize an improvised explosive device. It means civilian contractors will learn a little battlefield first aid, the basics of search and seizure, how to deal with the media and what to do in the event of a nuclear biological attack. And some individuals who have never handled a weapon will become familiar with the M-16 rifle and 9mm handgun. Deployees get one day of training before qualifying with both weapons.

“We have one day to do what (the Basic Combat Training Brigade) and (the Infantry Training Brigade) do in two weeks of range training,” said retired Command Sgt. Maj. George Mock, project manager for the Omega Training Group, which provides instructors for the CRC.

“Some of these people have never even held weapon before, but they will qualify before they leave here,” he said.

As the “theater matures” in Iraq and Afghanistan, more and more jobs are filled by civilian contractors — builders, interpreters and the like, Mock said. Even now, the military is using servicemen and -women in nontraditional jobs, as evidenced by the increase in the number of sailors who process through the CRC on their way to the desert.

“Everybody's a warrior now,” Mock said. “We've got artillery patrolling and truck drivers being shot at. Everybody needs to have basic warrior skills. That's what we do here.”

To make matters more complex, CRC instruction must be tailored to some degree to the individual's needs. For some students, or “deployees” as they're called, that means “theater-specific” training designed to prepare them for situations, dangers and culture unique to their destination.

“We have to be flexible in what we do,” Mock said. “The training is always evolving, always subject to change, depending on what's happening over there. Right now we're doing (nuclear biological and chemical) training, but that could change. As you know, no (weapons of mass



At Fort Benning's CONUS Replacement Center, civilians and servicemen are trained to survive in a hostile environment and use weapons some of them have never handled.

destruction) have been found, and we're told some units pack their masks up when they get there. So maybe we'll quit teaching that. Who knows?”

A two-week cycle starts every Sunday with about 200 deployees, often more. Tents are sometimes needed to supplement the center's capacity to sleep 590.

The first two days are spent in-processing, on paperwork and the like. Medical records are carefully screened, and if the deployee can't account for all his shots, well, he gets shot again. And again. It's not uncommon, Smith said, for a deployee to need seven or eight shots to bring his medical records up to date.

Wednesday of Week One, the deployees are taught the Department of the Army's policies on fraternization, sexual harassment, suicide prevention, Army values, rules of engagement and the Geneva Convention.

“Death by PowerPoint,” Smith called it. That's when deployees have to be nudged to stay awake.

But Wednesday afternoon, everyone's alert and attentive for the two-hour block of instruction on IEDs, Mock said. They know it's the No. 1 killer in theater.

The latter part of the first week, civilians and contractors will get basic, hands-on training in first aid and NBC. That's it.

The end of Week One is the end of CRC training for non-military deployees.

They're shipped out, effectively cutting the class size more than half.

The next week is spent on more intensive and extensive combat-related training, such as short-range marksmanship, attack and ambush procedures,

movement under fire, handling grenades and machine guns, map reading and more. Much more.

"It's a complex mission, but it's essential to the way we're doing things in the

(military) today," Smith said. "Other branches and civilian organizations are relying on us because we already have the systems in place to do what we do. And we do it well."

Injured Soldiers find rehabilitation in water

Story and photo by Tawny Archibald
Campbell/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, June 23, 2005) – For the past seven years, Staff Sgt. Jesus Rios has spent a lot of the time in deep water.

As a physical-therapy technician with the physical-therapy clinic at Martin Army Community Hospital, Rios spends several hours a week poolside, teaching aquatics therapy.

Between himself and Staff Sgt. Lisa Brantley, a physical-therapy technician at Winder Health Clinic on Sand Hill, the two help hundreds of Soldiers a year take to the water so they can get back into the field.

"Aqua therapy gives (injured patients) an area to do things in a nonweight-bearing environment," Rios said. "The water is therapeutic because it is warm and provides patients with basic resistance."

Brantley described aqua therapy as a preparatory stage for people who need physical therapy but their bodies aren't quite ready for it yet.

"The water will take the weight and pressure off the injury and still allow (the patient) to get a good workout," Brantley said.

The benefits of aqua therapy include an increase in balance, coordination, strength, endurance, range of motion, circulation and muscle tone, she said. Aqua therapy also protects joints during exercise, reduces stress, decreases swelling and pain.

People who can benefit from water therapy include, but are not limited to, people with arthritis, knee and shoulder pain, neck and back pain and pregnant women, Brantley said.

Aquatic therapy enables a much faster rehabilitation time for Soldiers.

"The main reason for the physical

therapy is it helps with the attrition rate," Rios said. "If the Soldier has a problem, in physical therapy we can help them work around that. Most Soldiers think if they have an injury, that's it, they will have to get out (of the Army). But that's not true."

Rios said physical therapy can't get the Soldiers back to 100 percent of what they used to be, but it can help work with their limitations so they can have a more normal life.

Rios said most of his patients are Soldiers in training that come to Sand Hill and do more exercise in the first few weeks than they may have done in the previous several months. Many of their injuries include stress fractures, knee injuries and back injuries, which can all be helped with aqua therapy.

Depending on their motivational level,



Soldiers stretch out during a water physical-therapy session.

and how closely patients follow their physical-therapy plan, Rios said about 85 percent of physical-therapy patients will return to at least 95 percent of normal activity.

"The most important thing about physical therapy is that it's the patients' responsibility as to how they will recover," Rios said. "If they follow the plan set out for them, they will recover. If they turn from the plan, that's when the setbacks will come."

The physical-therapy clinic is located on the eighth floor of MACH. To be treated at the clinic, Soldiers must have a physician's referral.

Aqua therapy is from 8 to 9 a.m. Mondays at Briant Wells Fitness Center for permanent-party Soldiers and 8 to 9 a.m. Wednesdays for trainees.

'Roker on the Road' rolls onto Lee to film field cooking

Story and photos by Jamie L. Carson/Fort Lee Public Affairs

FORT LEE, Va. (TRADOC News Service, June 6, 2005) – With the recent sporadic rain showers, you'd think it was the climate that drew America's favorite weatherman to Fort Lee.

Instead, it was the sound of sizzling steaks and smell of grilling peppers that beckoned culinary enthusiast Al Roker to film an episode of "Roker on the Road" at the home of logistics.

Roker and a four-person production crew traveled to the Fort Lee to taste field cuisine and share how the Army feeds the force with the world, or at least with those who watch the Food Network.

"The Army travels on its stomach, and people are always interested in learning about cooking," Roker said about filming at Fort Lee. "Why not show them how America's fighting force learns how to feed its own."

The idea for the episode was stirred up by Fort Lee Public Affairs Office's media blitz for the U.S. Army Culinary Arts Competition held on post in March. Along with several other missions, the post's PA shop reaches out to different types of media and entices them with concepts focusing on the many story angles of the Army.



During the filming of 'Roker on the Road,' newly pinned 'Pvt. Al Roker' serves up a steak lunch he prepared to Pvt. Matt Brothers, Company T, 266th Quartermaster Battalion, 23rd QM Brigade.



Culinary enthusiast Al Roker listens as Staff Sgt. Grant Beyers, Headquarters and Headquarters Company, 266th Quartermaster Battalion, 23rd QM Brigade, explains a containerized kitchen's capabilities.

Although Roker arrived at Fort Lee's gates in a suit and tie, he quickly adapted to the field environment by changing into an official battle dress uniform, to include identification tags and freshly polished boots. This was not Roker's first time in uniform. In his younger years, Roker participated in the U.S. Army Junior ROTC at a Xaview High School in Manhattan, N.Y.

"Pvt. Roker" joined his new battle buddies in formation for a cooks' mount. Before cooking and filming could begin, Roker was inspected by Staff Sgt. Grant Beyers, Headquarters and Headquarters Company, 266th Quartermaster Battalion, 23rd Quartermaster Brigade.

Beyers served as the navigator for the newly minted private's adventure through Army field cooking in a containerized kitchen.

On the lunch menu was steak with grilled peppers and mashed potatoes and gravy, among other side dishes. Starting with the steaks and peppers, Beyers demonstrated proper cooking techniques, and then let Roker take over.

The production crew filmed Roker cooking as he questioned his instructor on topics such as nutrition, morale, allergies and quality vs. quantity.

After the meal was prepared, Roker garnished the serving line with freshly carved oranges and tomatoes.

As the camera turned off, Roker asked, "What's next?"

Smiling, Beyers explained that the next task was the most important one of all: serving the troops.

One-by-one, wet and hungry advanced individual training Soldiers came through the CK. One Soldier was so excited about the guest visitor that he stepped to the serving line without a tray. Quickly correcting his mistake, he retrieved a tray from the stack at the CK's entrance and approached the serving line.

As the Soldiers side-stepped down the line, Roker asked each one, "Would you like steak and peppers?"

With smiles, most of the AIT Soldiers said yes to the celebrity.

This was definitely something out of the ordinary, said 25-year-old Pfc. Rogers Ramirez.

"Although I was excited to meet (Roker), I was definitely too hungry to be nervous," said the AIT Soldier. "I am used to seeing him on television – well, not recently since joining the Army – but to see him in person and in uniform was great. I think this is good exposure for the Army and quartermasters."

Ramirez may not have been nervous about meeting the star, but his mom was probably excited enough for the both of them, he said. "My mom loves Al. She watches him on TV all the time," he said.

After serving Soldiers and a few Marines, Roker rejoined his battle buddies

in formation.

To his surprise, Roker was called to the front. With his battle buddies watching and the camera rolling, the afternoon wrapped up as Roker was promoted to "Pfc. Roker" and made an honorary Army cook.

The filming was an absolute success, Roker said. "It was an honor and a thrill, and I will treasure my cooking fatigues and chef's hat forever," he said. "And I think America will be pretty impressed with what goes on at Fort Lee."

The episode featuring Fort Lee is scheduled to air, barring any changes, at 9 p.m. Aug. 16 on the Food Network.



Left, after being presented with special cook's hat and an Army Honorary Chef certificate, 'Pfc. Al Roker' tries not to smile while being filmed for the 'Roker on the Road' show.

Right, while his cameraman films him, 'Pvt. Roker' pours the peppers onto the grill.



Fake eggs didn't make grade:

Atlanta's UniPro performs annual mass military feeding simulation exercise for Defense Department

Story and photo by Jo Kennedy/WHINSEC Public Affairs Office

FORT BENNING, Ga. (TRADOC News Service, June 24, 2005) — Soldiers in Iraq craving crab legs, peppermint candy or Tabasco sauce may be out of luck.

These are just a few of the food items posing massive shipping challenges for the military that were recently identified during the Department of Defense's annual Virtual Wartime Visibility Surge Test conducted June 13-15 by UniPro Foodservice Inc. of Atlanta, Ga.

UniPro's yearly three-day VWV test for DoD helps determine the efficiency of UniPro's national network of member companies in sourcing food items for mass military feeding within 48 hours in the event of an emergency.

Within days following the simulation exercise, UniPro holds an informal briefing at its Atlanta-based headquarters for executive officers, VWV staff members and DoD contract employees.

This year, UniPro opened the meeting for the first time to foreign-military and civilian officials involved with a defense resource management and logistics course offered at DoD's Western Hemisphere Institute for Security Cooperation, located on Fort Benning, Ga.

Speaking to the WHINSEC students on the importance of this arrangement, DoD industrial specialist and VWV supervisor Richard Golden, who flew to Atlanta to learn the outcomes of the test firsthand, spoke during the June 17 briefing about the importance of the previous



Outgoing commander Col. Mark Ritter, left, hands the guidon to Brig. Gen. James Yarbrough, deputy commanding general, Infantry Center and School, Fort Benning, Ga. during the 11th Infantry Regiment's change of command on Benning's York Field June 23. Ritter, who is succeeded by Col. James J. Klingaman, was reassigned as the chief of staff, 101st Airborne Division, Fort Campbell, Ky. (Photo by Kris Gonzalez, *The Bayonet*)

week's events and its impact on the U.S. military.

"This annual test helps improve the government's abilities overall in providing food to all military bases and military ships worldwide," said Golden. "Originally we spent roughly \$1 billion a year on this effort, but since the war in Iraq started, this spending has increased to \$3 billion."

According to Golden, this program helps limit spending elsewhere by moving toward managing information and away from managing military-stockpile inventories of food supplies.

The food items, known as Other War Reserves, consist of an estimated 400 items that either become part of the assembled ration or are individually shipped.

Items selected for the test consisted of those determined to be the most difficult to supply, such as dehydrated egg mix, Rock Cornish hens, tortilla chips and low-fat yogurt.

UniPro uses its state-of-the-art information system to identify possible problem OWR items and shortfalls in commercial supplies. The information is then used to guarantee that the commercial market has enough inventories to support a military operation.

Out of 73 specific items requested by the government for this year's test, 69 percent of the total shipments were completely filled by UniPro's distributors, down slightly from last year's 77 percent fill rate.

Alicia Byers, UniPro's director of administration, explains that although these numbers are significant, they mean little in the grand scheme of the surge test.

"Our goal is not to get 100-percent fill requirement for the government every year," said Byers. "The purpose of the surge test is to identify where the government might have issues in a real-life scenario and to try and avoid them."

For example, items such as frozen braising steaks and Tabasco sauce caused shipping challenges due to limited numbers of available suppliers. International products, including frozen crab legs and pitted olives, were not obtainable due



Following UniPro's June 17 briefing on the Defense Department's 2005 Virtual Wartime Visibility Surge Test, UniPro staff members and WHINSEC military officials lunch together, courtesy of Panera Bread, one of UniPro's restaurant affiliates.

to military restrictions on foreign-purchased items.

Hard peppermint candy was not on hand for shipping because it is considered a seasonal item and is only available during the holiday season.

Byers says that the group reviews the test's results to identify why certain food items were not filled and then to offer viable recommendations to the military, such as eliminating or substituting items.

These suggestions will be presented to DoD officials during UniPro's semi-annual report in October.

Following the VWV briefing, Byers joked with WHINSEC students by saying that servicemen and -women will most likely be pleased that dehydrated egg substitute made the list as one of the challenging food items because it is not a typical commercial product.

"The fake eggs are a military-unique item because the average person does not

buy dried fake eggs," she said. "So if the military wants it, it is going to have to provide it themselves. UniPro simply can not supply it."

Considered the largest bulk food-buying cooperative in the world, UniPro has performed the simulation exercise for the military since 1998 under a contract with DoD. This marriage between military and commercial technologies enables the federal government to access UniPro's more than 250 member distributors and 2,000 food manufacturers to keep track of specific food components needed to support the military services during wartime.

"What we do is facilitate the logistic and sale processes," said John David Church, senior vice president of UniPro. "As an alternate choice to distribution, we can cross company lines to coordinate the sales effort and activities."

Signal officer students help 'save the world'

By 2nd Lt. Aaron Howard and Bill Werling/*The Signal*

FORT GORDON, Ga. (TRADOC News Service, June 10, 2005) – Officer basic students from Fort Gordon have helped save the world again.

Class 03-05 helped run the Save the World Adventure Race; an OBC class has helped run the race for the last three years.

In its fourth year, the STWAR has grown to a race that draws from the entire southeast United States, serves as a qualifying race for the U.S. Adventure Racing Association National Championship, and supports the international and domestic humanitarian efforts of Save the World, Inc.

The race was held at Baker Creek State Park near McCormick, S.C. Nearly 200 racers participated in the event that was supported by about 50 volunteers, nearly all of them SOBC students.

"The OBC students are such a valuable part of the race that it could not succeed without their support," said Rob Lord, race director.

Last year in an after-action review, several volunteers expressed a desire to be more involved with the planning process as well as assisting in executing the race. The 2005 class responded by planning and conducting all the volunteer support.

SOBC students filled critical volunteer positions such as ropes-course monitor, mystery-event monitor, race-site preparation, photographer, construction, food preparation, site cleanup, registration support, marketing and command-center support.

"The students were awesome in their support of the race," Lord said. "Races are made or broke by the quality of their volunteer support, and the 2005 STWAR received excellent reviews – a tribute to them."

The STWAR involved mountain biking, land navigation, canoeing, rope and mystery events.

The elite race was a step above anything previously attempted at the race. The race was unique in that it gave racers latitude in route selection – racers were given near total control over route selection.

The USARA No. 1 nationally ranked team Adventure Sports Magazine–Southeast finished the race first in just over 18 hours. This team



Contestants line up for the beginning of the adventure race near McCormick, S.C. (Courtesy photo)

was most successful at negotiating the challenging course that focused on navigation and strategy.

The STW navigational challenges are considered some of the best in the Southeast. Many teams use the race to train for larger expedition-length races like the Florida Coast to Coast (three days), Beast of the East (five to seven days) and the Subaru Primal Quest (seven days).

Save the World, Inc. is a federally recognized international non-profit organization. It was formed in early 2002 by five active-duty Army physical therapists. The international efforts are primarily wheelchair distributions.

The organization has assisted in the distribution of more than 1,000 wheelchairs in countries like Vietnam and Jamaica. Based on the race support by SOBC 03-05, STW Inc. will be able to send a team to Africa in August to distribute more chairs as well as assist with a construction project for those in need.

Olympic gold medalist returns to USAMU after 36 years

By Paula J. Randall Pagán/U.S. Army Marksmanship Unit, Accessions Support Brigade

FORT BENNING, Ga. (TRADOC News Service, June 9, 2005) – An Olympic gold medalist has come home to the U.S. Army Marksmanship Unit after 36 years.

John H. “Jack” Writer, 60, was hired as a civilian reloader with the ammunitions-loading section of USAMU’s custom-firearms shop in April – nearly 36 years after he left in August 1969 as an Army first lieutenant. As an Army officer, Writer won two Olympics medals: the gold medal in three-position free rifle in the 1972 Olympics and a silver medal in three-position free rifle in the 1968 Olympics.

As a reloader, Writer is responsible for the thousands of rounds of world-class match ammunition produced each day for USAMU’s Soldier-athletes. Each round must be measured and adjusted to within 1/10th of a grain. The reloaders produce ammo for rifles and pistols, and they test each cartridge case, propellant, primer and bullet.

“We’re very excited to have someone with his level of experience on our team,” said Writer’s supervisor, Troy Lawton, chief of USAMU’s ammunition section.

According to Lawton, Writer and his

coworkers not only get to work on the ammunition for the world-class shooters of USAMU, but they also work on ammo development and testing, which has led to improvements for the warfighter.

USAMU’s high-velocity 77-grain ammunition is being used by 3rd Infantry Division Soldiers in Iraq in their USAMU-produced squad-designated-marksman rifles and in Afghanistan by Special Forces in the special-purpose receiver rifles.

Writer joined the Army in February 1967 and – after completing basic officer’s school at Aberdeen Proving Ground, Md. – he was assigned to USAMU in 1967 as an international rifle shooter. The ordnance officer competed with the USAMU international rifle team until August 1969, then – as a captain in the Army Reserve – he shot with the Army Reserve Shooting Team until 1976.

When he left the Army, he returned to Illinois and ran a manufacturing firm that made metal finishing equipment and supplies and a bicycle shop, and before rejoining USAMU, he worked in a gun shop. Writer built his own guns and loaded his own ammunition for more than 40 years, so when he heard USAMU was hiring a reloader, he applied for the job.

“As a boy, I loved shooting my BB gun and .22-caliber hunting rifle,” Writer said. “When I was about 12 years old, I found out shooting was an Olympic sport after watching the 1956 Olympics. After a couple of years of pestering my parents, they bought me my first target rifle.

“Even though I did not know anyone who competed, I had made up my mind that I wanted to win the 50-meter three-position rifle event in the Olympics,” he said. “That early goal was probably the main reason I was successful in achieving that accomplishment [gold and silver medals] in the 1972 Olympics.

“As a junior shooter in high school, I would train seven to nine hours a day all summer and as much as I could over the winter,” Writer said. “In college, I had a key to the range so I could get all the training I needed. Over the years, I always felt there was never enough time to train; there was always too much to do.”

Writer, an Illinois native who began shooting in 1959, has many marksman-ship accomplishments, including more



Jack Writer works as a civilian reloader at the U.S. Army Marksmanship Unit, Fort Benning, Ga.

than 30 medals in international competition; he also set four world records and won 11 open national championships.

He is the 1974 three-position free rifle world champion and the 1970 standard rifle world champion; earned the International Distinguished Badge; and is a member of the USA Shooting Hall of Fame, USAMU Hall of Fame and the West Virginia University Sports Hall of Fame.

Writer graduated from Riverside Brookfield High School of Riverside, Ill., in 1962 and received a bachelor of science degree in economics from West Virginia University, Morgantown, W.Va., in 1967.

“Fort Benning and (USAMU) haven’t changed a whole lot since I left,” Writer said. “While facilities and equipment have been improved and modernized, the atmosphere is still the same. USAMU’s mission to produce the finest shooters in the world has remained unchanged over the years.”

He and his wife were married in the Fort Benning Post Chapel in 1967.

“My family and I have always liked it here,” he said, “so being back is like coming home again.”



Jack Writer earned two Olympic medals in three-position free rifle in the 1972 Olympics as an Army lieutenant.

'President Lincoln' addresses class at Gettysburg

Story and photo by Mary Ann Hodges

FORT BELVOIR, Va. (Army Management Staff College, June 27, 2005) – The Army Management Staff College's Sustaining Base Leadership and Management Class 05-2 here took a staff ride June 21 to the Gettysburg battlefield to learn about this Civil War battle and to translate the lessons-learned in 1863 to the transforming Army of today. They met President Abraham Lincoln at Gettysburg.

The staff ride is the Army's version of a school field trip. The Army has long used staff rides as a historical learning platform, where the actions and decisions of historical leaders are studied within the situational environment in which they occurred. The students then apply current theory and knowledge to gain insight about leadership and leader skills using the historical laboratory.

This particular staff ride concluded at the site where, on July 3, 1863, the Confederate Army was decisively defeated. This was a key turning point in the Civil War.

At this point, and not far from where Lincoln gave his Gettysburg Address, SBLM Class 05-2's Seminar 4 requested a student recite Lincoln's famous speech. Bill Hauserman from Installation Management Agency-Europe in Hanau, Germany, went above and beyond the requirement.

"Dressed as Abraham Lincoln, Hauserman gave a moving extemporane-

ous replay of the Gettysburg Address," said Lt. Col. Michael Bizer, a professor in the SBLM program and the Seminar 4 faculty leader. "His speech drew in visitors from all around Cemetery Ridge, who applauded him at the end."

Hauserman is the entertainment director for 414th BSB in Hanau. "When they asked me to volunteer to do the Gettysburg Address, I was happy to do so," said Hauserman.

"I decided right away that if I was going to do it, I should do it right," he said. "I rented the costume and bought a razor and hair color and memorized the text, rather than simply read it. My theater background really carried the day, both in terms of appearance and delivery.

"On a personal level, learning the Gettysburg Address really framed the significance of the Civil War in a new light for me as a struggle 'that this nation shall have a new birth of freedom and that government of the people, by the people and for the people shall not perish from the earth.'

"I am grateful for the opportunity of being in the SBLM class and for being able to do this special project," he said. "I have already gained much knowledge and insight, but also am inspired to make a number of positive changes for myself and the Army."

(Editor's note: Mary Ann Hodges is AMSC's marketing specialist.)



Dressed as President Abraham Lincoln, Bill Hauserman, a student in the Sustaining Base Leadership and Management Class 05-2, Army Management Staff College, Fort Belvoir, Va., recites Lincoln's Gettysburg Address during a SBLM staff ride to the Civil War battlefield June 21.

187th Soldier-mechanics compete for title of Ordnance Warrior

Story and photos by Carmen Slaybaugh/
The Leader

FORT JACKSON, S.C. (TRADOC News Service, June 16, 2005) – More than 780 Soldiers from 187th Ordnance Battalion took part in the quarterly Operation Ordnance Warrior June 11 at their field-training site.

The day-long competition is intended to challenge the advanced individual training Soldiers by highlighting tactical and technical skills they learn during their 11-week training.

At the end of the day's events, it came down to Companies A and D tying for first place with 80 points each. Troops from Co. A nudged past Co. D in a close relay race, earning the honor of carrying the Operation Ordnance Warrior streamer on their guidon.

Lt. Col. Timothy Prior, 187th Ord. Bn. commander, said they have never had a tie during his command.

Though it was a day of excitement and exuberant esprit de corps, the events were meant to teach the AIT Soldiers more than healthy competition.

"We are reinforcing the 40 warrior skills and nine battle drills with these events,"



Pvt. Anthony White, Co. C, 187th Ord. Bn., carries a 119-pound, 8-foot chain while being encouraged by his drill sergeant, Sgt. 1st Class James Strickland II, during a tow chain relay race June 11. The race was part of Operation Ordnance Warrior, a competition between Soldiers of the 187th Ord. Bn. that instills teamwork and Soldiering skills.



A squad of Soldiers from Co. D, 187th Ord. Bn., gets set to enter and clear a room as their drill sergeant, Sgt. 1st Class Daniel Chastain, observes during a military-operations-on-urban-terrain exercise June 11.

said Prior.

Events like land navigation, M-16 assembly and disassembly, and a five-ton truck pull help cultivate teamwork and the Warrior Ethos in the Soldiers, said Prior. He said it's all about instilling the correct mindset in Soldiers.

"It's infectious. If you have the right attitude, then the Soldiers will have the right attitude," said Prior.

While calling all the Soldiers winners,

Command Sgt. Maj. Leroy James, battalion command sergeant major, reminded them of the bigger picture.

"This (day) is preparing you for deployment and is intended to get you crafted to proficiency," said James. "This competition is all about building winning teams."

Tasking each of the troops to constantly push themselves to new heights, James told them, "Continue to strive to be the best warrior mechanics you can be."

Combatives tourney first of kind at Sand Hill

2nd Bn., 54th Inf. Regt., nabs trophy, bragging rights

Story and photo by Tawny Archibald
Campbell/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, June 16, 2005) – The team from 2nd Battalion, 54th Infantry Regiment, left Santiago Gym with the first-ever Sand Hill Combatives Tournament trophy June 11.

The competition was fierce as teams from seven of the 10 Sand Hill units grappled to see who would walk away with bragging rights.

Coming into Saturday's tournament, Sgt. 1st Class Jon Preston, event organizer, said he had a pretty good idea who would win the title, and the guys from 2nd Bn., 54th Inf. Regt., didn't let him down.

"From the get-go they immediately organized a team," Preston said. "They had a solid team, and it showed they had been practicing."

The team's captain, Capt. Ben Fielding, with C Company, is no stranger to grappling. He's the Child and Youth Services wrestling coach and wrestled throughout high school and college.

"This was an outstanding tournament, the first of its kind at Fort Benning," Fielding said. "This got the ball rolling for future combatives tournaments here."

Fielding said the tournament was good for the participants and spectators.

"It showed the basic trainees what it means to have personal courage and what it takes to roll on the mat. They saw their drill sergeants and company commanders compete, and it showed them that, hey, we practice what we preach, and we do it at a high skill level."

Fielding's team also included Staff Sgt. Charles Marshall, Sgt. 1st Class Peter Delgado and Staff Sgt. Richard Sanchez.

The second-place team was from 2nd Bn., 58th Inf. Regt., and third place was a tie between 1st Bn., 19th Inf. Regt., and 1st Bn., 329th Inf. Regt.

"Historically, we don't like events to end in a tie," Preston said. "But every match was so close that the Soldiers (from both teams) needed to be recognized."



Staff Sgt. Charles Marshall, C Company, 2nd Battalion, 54th Infantry Regiment and Sgt. Brooke Corson, B Company, 1st Battalion, 50th Infantry Regiment, grapple at the Sand Hill Combatives Tournament June 11. Corson was the only female to enter the event, and Marshall's team won the tournament.

Preston said he was extremely proud of all the Soldiers who competed.

"Even guys who didn't win in a match today are light years above those who didn't show up," Preston said. "And when the dust settles, people will see how this pushed them to do better."

Army releases new Field Manual-1

By Rey Guzman/Army News Service

WASHINGTON (Army News Service, June 14, 2005) – The Army released a new Field Manual-1 today, providing an updated overview of the Army, its organization and employment.

The previous FM-1 had been released in June 2001, just four months before the terrorist attacks on the World Trade Center and the Pentagon.

"Sept. 11, 2001, changed forever the world in which we live," said Gen. Peter J. Schoomaker, Army chief of staff. "The change in the strategic environment has forced us to review how we do business – to better counter those evolving threats."

The new FM-1 reflects the "depth

and urgency" of the Army's involvement in the Global War on Terrorism, according to Schoomaker.

"FM-1 emphasizes transformation, the Warrior Ethos, a culture of innovation and Joint interdependence, rather than just Joint interoperability," Schoomaker said. "In short, it contains a true operational concept about how the Army will operate across a spectrum of conflict, both at home and abroad."

FM-1 establishes the fundamental principles of employing landpower and the Army's operational concept, including Army forces in unified action. The field manual begins with a history of the Army, explains how it is changing and where it is headed.

Schoomaker added that the new FM-1 will become a foundation for all future Army doctrine, and that Soldiers should

understand and internalize its concepts.

"It provides a discussion about of how the Army's vision and strategies are nested in the national security, national defense and national military strategies," he said.

"It gives me great pride to be able to send this FM to the field during the week of our Army's 230th birthday," Schoomaker said. "We are reminded that warfare remains a human endeavor and it is Soldiers, not equipment or weapons systems, who allow us to fulfill our solemn obligation to this great and free nation."

To view the new field manual online, along with an FM-1 video and slide briefing, see the special FM-1 Webpage on the www.army.mil Website.

JROTC

Camp Semaphore challenges JROTC cadets

Story and photos by Kristy Davies/*The Signal*

FORT GORDON, Ga. (TRADOC News Service, June 10, 2005) – They rappelled, conducted land navigation, made a one-rope bridge over murky water, executed leadership skills and learned the true meaning of camaraderie.

A formidable force consisting of 41 cadre and 285 Junior Reserve Officers Training Corps cadets from 17 different high schools throughout Georgia participated in the JROTC Cadet Leadership Challenge Camp Semaphore on Fort Gordon May 31-June 3.

The cadets learned valuable lessons on leadership and teamwork through seven demanding courses consisting of a leadership reaction course, confidence course, rappelling, land navigation, one-rope bridge, first-aid and litter carry and waterborne safety.

“The support we’ve received at Fort Gordon has been far above and beyond both our personal and professional expectations,” said retired Lt. Col. Patrick Rivette, JROTC camp commander and senior Army instructor at Evans High School, Evans, Ga.

Rivette also praised the total support package consisting of the financial resources, billeting, dining facility, transportation, training, medical and telecommunication systems for making the experience a total success.

To make the camp more effective, the cadets were blended with students from other high schools. This made for new friendships and enhanced teamwork strategies.

The cadets were challenged both physically and mentally. At the rappel tower, they had to conquer the fear of heights and use physical strength to maneuver down the tower’s wall. During the series of seven stations at the leadership reaction course, the cadets learned how to execute leadership skills and work as a team while they solved problems to reach an objective.

The cadets also found themselves becoming wet and dirty as they slid through water and mud. The high-school students had to learn how to tie a one-rope bridge securely and cross a creek in a



JROTC cadet Ashley Holmes, a 10th grader from Georgia Military College, uses her strength and team’s encouragement to make her way across the one-rope bridge.



A JROTC cadet finds her footing and confidence while rappelling at the JROTC Camp Semaphore leadership training course held at Fort Gordon, Ga., May 31 to June 3.

timed race.

Even as they wrung out shirts and wiped off mud, smiles could be seen on their faces.

The 6th Brigade of the Eastern ROTC

region sent a record number of cadets to participate in the camp. In addition to the record number of cadets, they also had a record number of female cadets participat-

ing in this year's camp, according to retired Lt. Col. Robert Yarborough, Camp Semaphore public-affairs officer and Emanuel County instructor.

Atlanta JROTC students learn ropes at Benning

Story and photos by Donna Hyatt/*The Bayonet*

FORT BENNING, Ga. (TRADOC News Service, June 16, 2005) – Almost 300 teenagers from Atlanta and surrounding areas descended upon Fort Benning this week for the Junior Reserve Officer Training Corps leadership training course.

JROTC is designed to teach high-school students the value of citizenship, leadership, service to community, personal responsibility and a sense of accomplishment.

Retired Col. Arthur L. Holmes Jr., director of Army instruction for the Atlanta schools and camp commander of this week's training event, said this year's program also exposes the students to "the fun side of Army life."

"It motivates the kids and teaches them teamwork," he said. "This is really what it's all about."

The fun included four days of land

navigation, water safety, confidence and obstacle courses, self-defense, rappel training, jumping from a 34-foot tower and math and science courses.

The students were housed in the dorm rooms at Columbus State University and shuttled to different sites throughout the hot, humid days.

"This is the best thing," said Rebecca Sexton, a 17-year-old senior at East Paulding High School in Hiram, Ga. "I've decided to join the Army this August in the delayed entry program and leave for basic training when I graduate next May."

Sexton has already chosen to become an aerial experimental vehicle operator.

"We're not recruiting anyone to go into the military," said Holmes, "even though a lot of them make a decision to do so. It's a great opportunity for them. Our main focus is patriotism, leadership and citizenship."

Atlanta Public Schools created the first JROTC in 1918, two years after Congress established a nationwide program. Now comprised of 10 units, enrollment for the Atlanta JROTC in the last school year was about 21 percent of the total high-school enrollment.

Many of the Atlanta area's principals and administrators traveled to Columbus for an awards ceremony Thursday night.

Following JROTC training, Holmes estimates that "about 20 percent of our students opt to go into the military."



Depending on teamwork to create an evacuation route for a wounded Soldier, these students are now learning the importance of making a secure pallet before attempting a transport.



At each station throughout the obstacle course, cadets stopped to help each other, shouting encouragement and lending a hand (or two) along the way.

MP School infuses realism into training

By Donna Miles/American Forces Press Service

FORT LEONARD WOOD, Mo. (American Forces Press Service, June 21, 2005) – The cadre at the U.S. Army Military Police School at Fort Leonard Wood, Mo., infuses as much realism as possible into its curriculum, the school's director of training said recently.

"It's important that we give every single Soldier here the critical tasks they'll need so they're prepared by the time they leave," Lt. Col. Wade Dennis from the MP School's Directorate of Training and Leadership Development said.

That's a tall order, Dennis acknowledged, considering the breadth of the military police missions being carried out in Iraq and Afghanistan.

Operations Enduring Freedom and Iraqi Freedom are putting MPs to task on all five of their traditional missions, he explained. MPs are setting up and running enemy-prisoner-of-war operations; they're conducting patrolling and reconnaissance missions; they're providing convoy- and route-security operations, which range from escorting convoys to setting up checkpoints to manning roadblocks; they're carrying out basic law-enforcement operations while helping train Iraq's new police force; and they're supporting police intelligence operations, "trying to paint a true picture of what's going on," Dennis said.

While ensuring newly minted military police are trained to carry out any of these missions, the school is also putting heavier emphasis on basic skills troops will need to survive in combat.

"We're training in the same functions we've always trained in," Dennis said. "We're just giving them a lot more of it."

Training has taken on a heightened sense of realism. Students spend more time training in the military-operations-in-urban-terrain "village" and conduct convoy live-fire operations. Their practical exercises are based on lessons-learned in Iraq



Military police in training at the MP School, Fort Leonard Wood, Mo., prepare to enter and clear a building during military operations in urban terrain, or MOUT, training.

and Afghanistan and, in most cases, are taught by instructors who have just returned from deployments.

In addition, students are getting more weapons training than ever before and no longer turn in their weapon at an arms room at the end of a training day. "Now they keep it with them 24/7," just as they will when they deploy, Dennis said. "It becomes who they are."

The goal, Dennis said, is to develop "a better trained, more confident Soldier" who's prepared to carry out whatever MP mission the ground commander might need.

While focusing on basic combat and military police skills at the junior level, the MP School is also working to develop leaders who can think on their feet and win their troops' confidence. Noncommissioned officers and officers are getting more "thinking exercises" that expose them to scenarios similar to what they'll likely face in Iraq. Often they're forced to make decisions faster or with less information than they'd like while being "bombed with stressors," Dennis said.

"We're putting them into mental

situations where we teach them to think and adapt to situations," he said. "Our goal is to develop out-of-the-box, agile-thinking leaders."

This battle-focused training is helping prepare MPs for the challenges they will face when they deploy, he said, and for many of the students, reinforces lessons they've already learned. Dennis estimates that 75 to 80 percent of the school's noncommissioned officer and officer students have already served in Iraq – a percentage he expects to increase in the future.

"We're building on the lessons being learned on the battlefield and using them to help develop them as soldiers and as leaders," Dennis said.

Young enlisted Soldiers enrolled in the school deserve the best leadership the Army can give them, he said.

"These young privates have all volunteered to be here, and they know what they're getting into," Dennis said. "They need to have trust in their leadership and in their training. And it's our job to ensure they have both."

New facility to support WMD response capabilities

By Donna Miles/American Forces Press Service

FORT LEONARD WOOD, Mo. (American Forces Press Service, June 21, 2005) — First responders will soon have a state-of-the-art facility here to hone the skills they'll need to deal with weapons of mass destruction and other chemical, biological, nuclear and radiological incidents.

Maneuver Support Center officials will break ground next week for the Joint Emergency Responders Training Facility. When it opens in 2007, the facility will help give servicemembers from throughout the Defense Department, as well as civilians from several federal agencies, the skills they'll need when responding to a terrorist attack or other emergency, according to Col. Don Bailey, commander of 3rd Chemical Brigade.

The new facility is part of an extensive U.S. Chemical School program to better prepare Soldiers, sailors, airmen, Marines, DoD civilians and civilians from six other federal agencies focused on homeland security and homeland defense.

Other initiatives, Bailey said, include more advanced systems to detect and identify contaminants, training that encompasses detection and identification as well as decontamination, and an increased emphasis on hard-science skills.

The Chemical School anticipates "a wholesale change in our training within the next 12 to 18 months" to reflect the increased need for capabilities required when dealing with biological or chemical agents, explosives or radiological or nuclear devices such as "dirty bombs," he said.

"We're adapting our capabilities and abilities to the current operating environment and doing it as rapidly as we can," Bailey said.

The school's training has traditionally focused on battlefield operations but, since the terrorist attacks of Sept. 11, 2001, has put increased emphasis on homeland defense as well.

The Army Chemical School currently trains National Guard civil-support teams, which advise and assist civilian first responders, and installation-support teams, which provide similar support to post commanders. Beginning in October, the school will begin training Army Reserve reconnaissance and decontamination teams that would provide backup support to National Guard civil-support teams if needed, Bailey said.

Other programs being taught or soon to be introduced into the school's curriculum focus on first responders at military bases, staff planners and Chemical Corps members who could be called on to provide domestic reconnaissance and decontamination.

Bailey said the nature of terrorism, which aims to attract attention for a cause by inflicting fear, dictates that terrorists will look for more dramatic weapons when the shock effect of high explosives begins to wear off.

"They're looking for the biggest bang for their buck and running out of ways to get the effect they want," he said.

That makes chemical, biological, radiological and nuclear weapons likely next choices for terrorists, he said.

An attack like the one in Tokyo's

subway system in 1995, when terrorists released sarin gas, could have a devastating effect if carried out using a more effective dispersal system, Bailey said. "It would spread terror everywhere," he said.

To prevent such a catastrophe or respond to it or others like it should they occur, Bailey said the Chemical Corps needs to bolster its capabilities and share its expertise with more first-responders.

The new Joint Emergency Responders Training Facility promises to be a big step in that direction.

The \$15 million facility, expected to be completed in April 2007, will train an estimated 2,000 students a year from Army National Guard civil-support Teams, Army chemical units with a domestic homeland-security response mission, DoD emergency-response teams and chemical-biological-radiological-nuclear installation-support teams.

The new center will feature two large decontamination bays and an urban exercise training area, complete with a factory, post office and two warehouses, where students test for contaminants, evacuate the area, then conduct decontamination.

The center will also include a simulation area for virtual emergency-response training, a simulated cave complex that includes a clandestine laboratory for confined-space training, an overturned tanker truck to be used for spill-response training, and a rail yard facility, Bailey said.

"This facility will serve as the national training center for all WMD people," he said. "When it opens, it will become the epicenter for this type of training."

Around the Army: Military news service articles that have TRADOC relevance

U.S. drill sergeants train Afghan army recruits

By Capt. Mirtha Villarreal/Coalition Joint Task Force Phoenix Public Affairs

KABUL, Afghanistan (Army News Service, June 23, 2005) – The Afghan National Army has been graduating soldiers from basic training at the Kabul Military Training Center for nearly three years, but new ANA recruits were introduced to U.S. Army drill sergeants for the first time June 11.

The instructors are from the Army Reserve's 95th Division (Institutional Training), located in Oklahoma. When the mission to train soldiers in Afghanistan was announced, 150 drill sergeants applied for the positions. Only 26 were selected to deploy.

"What has happened since U.S. Special Forces were here is an evolutionary process. We are changing the way business is conducted, moving toward a much more professional military," said Col. Robert Jones, commander of Coalition Joint Task Force Phoenix's Training Assistance Group.

The Special Forces initiated the training for the Afghanistan National Army. Since then, TAG and Soldiers from regional training institutes in the United States have worked to mentor and coach the cadre of KMTC to run a military schoolhouse.

The framework is in place; the drill sergeants will now ensure the foundation is strong.

The words "drill sergeant" often conjure up images of towering giants that know everything and anything about being a Soldier. They never seem to sleep, eat, feel tired, or be affected by any weather condition. They are last person a new recruit sees before going to bed and the first person he sees when waking in the morning.

If you ask any American Soldier what the longest day in their military career has been, most will be quick to answer with "the first day of basic training."

For the past three days, the soldiers of the 41st Kandak (battalion) have been



Sgt 1st Class Mathew Gould, a drill sergeant from the Army Reserve's 95th Division (Institutional Training), demonstrates a proper pushup to recruits at Kabul Military Training Center, Kabul, Afghanistan.

experiencing the challenges of being a new recruit. As the new recruits stepped off the buses in front of KMTC, they heard booming voices screaming "zood, zood (move, move)." The commands were coming from both ANA cadre and U.S. drill sergeants.

Recruits are directed to run, sit, stand at attention and look straight ahead. Everything happens with a sense of urgency.

For two weeks prior to the arrival of Kandak 41, the drill sergeants observed training. They went over training schedules, talked to the coalition mentors and ANA cadre, discussed cultural issues and learned some commands and phrases in Dari, the Afghan language used at KMTC.

"Wherever they go, we will go. We will be everywhere," said Sgt 1st Class Arthur Jackson, a senior drill sergeant, to his NCOs and the ANA NCOs.

One of the challenges faced by the ANA is building a strong NCO corps. The drill sergeants are redefining and reinforcing the role of the NCO throughout the training.

Maj. Jeffrey Nichols, who has been mentoring the kandak staff for 10 months, noted the difference in the NCOs' attitude and enthusiasm since the drill sergeants arrived. "The NCOs are emerging; they are getting to conduct the training without the interference of the officers. The drill sergeants are the role models this cadre has needed."

This is the first time that U.S. Army drill sergeants have been deployed to train outside the United States. For the drill sergeants, it is a once-in-a-lifetime opportunity.

"This is an opportunity to build an Army from the bottom up," said Sgt. 1st Class

Mathew Gould, senior drill sergeant. "To train Soldiers is a privilege. To have an opportunity to train soldiers of another country is an awesome opportunity. At times the language barrier detracts from the momentum, but recruits are recruits;

you give them direction and they will follow."

"The guys here love to train and teach; they love being with the soldiers," said Command Sgt. Maj. Ronald Coles. "There is not a one that is not excited and happy to be here."

Defeating IEDs demands going after munitions source

By Donna Miles/American Forces Press Service

FORT LEONARD WOOD, Mo. (American Forces Press Service, June 22, 2005) — "There's no silver bullet" for dealing with improvised explosive devices killing and wounding U.S. troops in Iraq, the chief of staff for the Army Engineer School here told American Forces Press Service.

And while the Defense Department is stepping up efforts to protect service-members from the IED threat, the best way to counter it is to go after the source, Lt. Col. Paul Grosskruger said.

Grosskruger outlined the far-reaching efforts underway to help deployed troops predict where IEDs might be, avoid being targeted and destroy the bombs when they're found.

The Engineer School, as a partner in DoD's Joint IED Task Force, is working to help develop solutions to the problem and to train combat engineers in the latest removal operations.

Among new technology in use in Iraq is the Buffalo, a heavily armored truck with a hydraulic arm that enables crews to examine suspected IEDs from a safe distance; the Meerkat, a countermine vehicle; and robots equipped with cameras and mechanical hands to examine suspected IEDs.

Bomb-sniffing dogs are also putting their super-sensitive noses to the test to sniff out IEDs and even miniscule amounts of the munitions used to build them, Grosskruger said.

Yet, despite extensive efforts to help troops recognize IEDs and avoid them and to analyze trends in how terrorists are using them, these basic weapons — often no more than an artillery shell attached to a simple triggering device — continue to take their toll in Iraq and, more recently, in Afghanistan as well.

Larry Roberts, historian for the Army

Engineer School, estimates that IEDs and their vehicle-borne counterparts have caused 70 percent of the U.S. casualties in Iraq when factoring in troops wounded as well as killed.

One of the big problems, Grosskruger said, is that terrorists using these devices are "an adaptive enemy" that quickly counters any solution U.S. forces come up with.

Troops started identifying the devices on roadways, often tipped off by the wires used to trigger them, so the insurgents began burying the devices under trash or hiding them in dead animals' carcasses and detonating them remotely with cellphones and garage-door openers, Grosskruger explained. After the troops started using specialized equipment to probe debris for suspected IEDs, the terrorists began disguising them better: atop telephone poles or buried behind concrete abutments.

U.S. servicemembers investigate each IED they find, sending details about them up their chains of command for analysis. The terrorists took their cue and began planting two devices at each location: one to draw the troops close, then a second to attack them.

Troops uparmored their vehicles to provide better protection against IEDs, so the terrorists began using more powerful devices or turning to softer targets such as Iraqi civilians.

They also concocted mobile versions of IEDs that roam the streets on suicide bombers or are embedded in vehicles in search of their targets.

The military is teaching service-members to confront the IED threat, taking lessons-learned from Iraq and passing them on as quickly as possible to deployed units and the military schools that train them.

"We'd prefer to get IEDs intact if

possible so we can analyze them,"

Grosskruger said. "If you take apart his weapon, you can learn something about the bombmaker who built it."

A counter-IED seminar last week at the Army's National Training Center at Fort Irwin, Calif., brought together leaders from the military and business world to discuss IEDs, technologies to defeat them and new ways to protect U.S. troops from them.

Group members discussed "IED defeat doctrine" being developed and currently in draft form, Grosskruger said, adding that he expects the doctrine to evolve over time. "We expect that this will be a process of continuous solution development," he said.

During the NTC seminar, Brig. Gen. Joseph Votel, director of the IED Defeat Task Force, noted that one of the biggest frustrations for U.S. troops in Iraq is the recognition that no matter how diligent they are, IEDs will continue to pose a threat.

That's largely because of the seemingly bottomless supply of munitions terrorists in Iraq have at their fingertips, Votel said, according to press reports from the conference. "This was a very militarized society with ammo plants and depots all over the country," many that weren't secured, Votel told the group.

"Forget the borders being open; it doesn't matter," he said. The enemy "has an endless supply in theater he can tap into."

Grosskruger agreed that while it's critical to keep up with new IED practices and to use every method possible to educate troops about them and protect them, these efforts essentially boil down to "treating the symptoms."

"The solution is to find and neutralize the munitions supplies," he said. "It's to go after the supplies and the bombmakers."

Experts say training transformation prepares Army to work in Joint environment

By Jennifer J. Albert/Army News Service

WASHINGTON (Army News Service, June 2, 2005) – Soldiers will continue to train with members of other services as the Army works to transform its training and to improve its ability to work in a Joint environment, Pentagon training experts said this week.

“Training transformation is about making sure we are focused on training the way we actually fight,” said Dr. Paul W. Mayberry, deputy undersecretary of defense for readiness. “That is, as a Joint team with the other services, as part of a Joint multinational force, with interagencies such as the Departments of Justice and Homeland Security, and intergovernmental agencies such as county and local police.”

He said one of the Defense Department transformation goals is ultimately to create a more Joint force to meet the needs of the combatant commander, and that transforming DoD training is a key element to achieving that goal.

As Operation Iraqi Freedom and Operation Enduring Freedom continue, the demands are that we have an armed force that is flexible and adaptable, said Mayberry.

The Army’s 2004 Posture Statement said one of the Army’s goals for transformation is to provide relevant and ready land power for combat commanders in a Joint force.

Mayberry said training transformation is a means by which the Army can accomplish that objective.

“Maintaining a ready current force today and achieving a transformed future force tomorrow requires a shift in the way units train for Joint operations,” according to the posture statement. “Our Army’s training transformation initiative, which supports the June 2004 Defense Department Training Transformation Implementation Plan, provides dynamic, capabilities-based training and mission rehearsal in a Joint context.”

Three capabilities form the foundation for training transformation: Joint Knowledge Development and Distribution Capability, Joint National Training Capabil-

ity and Joint Assessment and Enabling Capability, Mayberry said. Combatant commanders, through these capabilities, will receive better-prepared forces that will be more aligned with their Joint needs.

Mayberry said JKDDC is designed to be a library of training courses available through various on-line outlets that can be taken “just-in-time” or when a Soldier is assigned to a unit in which the training is required.

JKDDC is developing courses that originated through the JKDDC working group, Mayberry said. More than 35 organizations, including Army, are represented on the working group. The courses will better prepare individuals for assignment to the combatant command staffs.

Future Joint force leaders must strive to reach new Joint education and training standards by continually improving individual knowledge, skills and abilities to achieve desired effects in decisive operations, according to DoD’s training transformation implementation plan.

For example, cultural and language training is being implemented into current Army deployment workups, said Mayberry. The incorporation of foreign speakers is being done to be able to present answers to tactical-level problems to the individuals.

The Army, through its force-rebalancing efforts, has begun taking individuals with field-artillery backgrounds and sending them Fort Dix, N.J., for military police training, said Mayberry. There is not a great deal of demand for field artillery currently, so those individuals are being cross-trained to fill the need for military police.

“This will meet the drive of individuals managing their own careers and focusing on self-development,” said Mayberry. “It will also get individuals cross-trained in other areas to broaden the base for which they deploy.”

JNTC will provide the ability for all the services to participate in real-time, simulated training, said Mayberry.

“The idea is to make service-specific events more Joint in character,” said Mayberry. “We can’t have everyone in one

place at one time. This will give them the means to plug into the event from their homestation.”

Mayberry said JNTC will give command staffs and units a live, virtual (person in a simulator) and constructive (computer-generated) environment that will eventually be available globally. Active and Reserve Component members from all services will be able to train in this realistic venue.

Eventually it will incorporate a larger training audience that includes coalition partners and federal, state, local and nongovernmental agencies, Mayberry also noted.

The last facet, JAEC, focuses on the process of anticipating and evaluating the development of training transformation.

This process includes the use of performance-assessment tools, techniques, policies and metrics, in support of national security requirements, according to the DoD transformation plan. It will give leaders the guidance necessary to achieve transparency between training and operations, and ultimately will make the force more adaptable.

The Army’s posture statement indicates the objective is to increase the ability to think and act Jointly, and to provide Soldiers with the latest and most relevant techniques, procedures and equipment that will make them successful on the battlefield.

Training transformation improves Joint force readiness by enabling personnel to think in terms of the Joint concepts and build upon service education and training, said Mayberry.

“As the Army goes through its modularity, its modernization and fielding its Future Combat System, training transformation must really be ahead of that to be sure these training enablers are in place,” said Mayberry. “We must support future concepts from a Joint perspective and not just from a single-service perspective.”

For more information on Army transformation, visit www.army.mil, and for information about DoD’s training transformation, visit www.t2net.org.

BRAC 2005

Fort Leonard Wood provides blueprint for BRAC realignments

By Donna Miles/American Forces Press Service

FORT LEONARD WOOD, Mo. (American Forces Press Service, June 17, 2005) – For a look at what's ahead following the next round of base realignments, you'll find few better examples than the U.S. Army Maneuver Support Center here in the Ozarks.

Formed after the 1995 round of base realignment and closures, MANSCEN brings together three combat support centers and schools at one location. The Army's Military Police and Chemical Centers and Schools, both previously based at the since-closed Fort McClellan, Ala., moved here in 1999 to join the U.S. Army Engineer Center and School.

The three schools now have their headquarters in wings fanning out of the sprawling William M. Hoge Hall.

It's the same concept the 2005 Base Realignment and Closure recommendations propose, moving the Army's Armor School from Fort Knox, Ky., to join the Infantry School at Fort Benning, Ga., as part of a new Army Maneuver Center there.

BRAC 2005 plans also call for moving the Army's Air Defense Artillery School to Fort Sill, Okla., to join the Field Artillery School as a new Army Fires Center.

The Defense Department also proposes creation of a Combat Service Support Center at Fort Lee, Va. That center would consolidate the Army

Ordnance School, now at Aberdeen Proving Ground, Md.; the Army Transportation School at Fort Eustis, Va.; and the Army Quartermaster School at Fort Lee.

"The model for those centers was Fort Leonard Wood and the successes we've experienced here," said Col. J.C. Abney, the post's garrison commander.

Consolidating the schools at one post cut out redundancies in the separate garrisons and staffs that supported them, Abney said. It also freed up 687 military positions for other missions.

But there's an even more compelling argument than increased efficiency for consolidations like those proposed by BRAC 2005, Abney said. Collocating the schools and centers for functionally related branches enhances their training, and ultimately, their ability to work together in a wartime environment.

"It creates a synergy that's just not possible when they're at separate locations," Abney said.

Training exercises bring together students from the engineer, military police and chemical schools, who work together as they would in combat. Combat developers, who focus on future strategy, force structure, doctrine and equipment for their specific branches, coordinate their efforts. Cadres from the three schools share the common elements in their curriculum.

"If you train in the same environment and do your combat development in the same environment, it translates to a much

better, cohesive working environment between the different branches on the battlefield," Abney said. "And ultimately, everything we do comes together on the battlefield. So if the different branches have an understanding of each other's mission and roles, it promotes better coordination for the future."

"Nothing we do is in a vacuum," agreed Col. Don Bailey, commander of 3rd Chemical Brigade at the U.S. Army Chemical School here. "We have to collaborate because our missions are so intermingled, and being together at one location enhances that collaboration."

Lt. Col. Paul Grosskruger, chief of staff for the Army Engineer School, said sharing facilities and support minimizes bureaucracy so everyone can focus on their missions.

While emphasizing that each branch must continue to train its members in branch- and proponent-specific skills, he said doing so in a collaborative environment increases understanding of how each branch does and how it contributes to the overall mission.

"Modern warfare is combined-arms warfare, so when you have the ability to collaborate in training, it's a big plus," Grosskruger said.

"The bottom line is, here at MANSCEN, we're not interested in what (branch insignia) is on our collars," he said. "What we're interested in is the effect."

Fort Leonard Wood communities prepare for growth

By Donna Miles/American Forces Press Service

FORT LEONARD WOOD, Mo. (American Forces Press Service, June 20, 2005) – The communities surrounding Fort Leonard Wood are preparing for the growth anticipated due to upcoming base realignments and the return of forces from

Europe and Korea to stateside bases – and applying important lessons they learned from the past.

Technically speaking, Fort Leonard Wood is not among the big "gaining installations" in the base realignment and closure recommendations for 2005. But, as Sue Halter, deputy garrison commander here, explained to community

leaders during a June 15 session, the post stands to gain at least 2,000 Soldiers by fiscal 2011 if President Bush signs off on the recommendations in November.

Factoring in married soldiers with families, that's expected to mean an additional 5,360 people at Fort Leonard Wood, and the number could end up higher, Halter explained.

Some more-populated areas might easily absorb this growth without a ripple. But here, in rural south-central Missouri, the effect could set off a virtual tidal wave without proper planning.

Members of the surrounding communities of St. Robert and Waynesville, with only about 7,000 residents between them, are excited about the growth, but say they know firsthand how important it is to prepare for it.

In 1989, when the U.S. Army Engineer School moved to Fort Leonard Wood from Fort Belvoir, Va., “the community wasn’t ready,” acknowledged Larry Sexton, a local businessman and board member of Missouri’s Fort Leonard Wood Region, a regional economic-development association.

The area didn’t have enough quality homes for the influx of about 1,800 Soldiers, enough classroom space for their children or enough roads to handle their cars. “From a community perspective, we had poor infrastructure and substandard housing,” Sexton said. “It was a disaster.”

So when the post’s next big growth spurt came in 1999, the community made sure it was ready. As soon as the community learned that the U.S. Army Military Police and Chemical Schools were to

move to Fort Leonard Wood as part of BRAC 1995, they started to prepare.

They formed the Fort Leonard Wood Regional Commerce and Growth Association, and with funding from the Defense Department’s Office of Economic Adjustment, developed a growth-management plan to identify areas in the community that could absorb the growth, Sexton explained.

Estimates showed that up to 1,800 of the incoming families would need off-post housing, and the local housing supply couldn’t meet the demand. Already, many Fort Leonard Wood families had to commute as far as 30 miles from post to find adequate housing.

The association set its sights on encouraging developers to build housing closer to the post and to build to nationally recognized codes in areas already serviced by utilities, water and sewer services. Similarly, they evaluated local schools and road systems to determine where they were lacking.

“We did a growth-management plan and made it a living document,” Sexton said. “The idea was for us to have planned vs. hodge-podge development.”

And the construction began. More than 1,200 houses and apartments went up, as

well as a warehouse store, two strip malls and 12 hotels. Roads went in or got widened. The community built a new high school – now almost at capacity – and has a new elementary school under construction.

Now, with Fort Leonard Wood expected to grow again during the next six years, community leaders are at it again, applying their lessons learned so they can prepare for the influx.

Missouri’s Fort Leonard Wood Region met last week to discuss the anticipated growth and begin preparing for what’s ahead.

“The challenge is, we need to plan for quality growth in our area,” said Bruce Harrill, city administrator for Waynesville. “We’ve seen the impact of past moves (of Soldiers to Fort Leonard Wood), and we’re applying the lessons we learned from those moves.”

As the community ensures planned growth to meet the needs of a growing Fort Leonard Wood, its residents – military and civilian alike – gain through more jobs, more services and more opportunity, community leaders agree.

“The quality of life here is going up,” Sexton said. “And we’re working to ensure that continues.”

BRAC 2005 timeline

- February – defense secretary submits, with the budget, revisions to force-structure plan and infrastructure inventory
- May 16 – by this date, the defense secretary must forward his recommendations for closure and realignment to the independent BRAC commission, at which time the information will be available to the public
- Sept. 8 – by this date, the BRAC

commission’s recommendations must be submitted to the president

- Sept. 23 – by this date, the president will accept or reject the recommendations on an all-or-nothing basis, and will forward the recommendations to Congress if he accepts them
- Oct. 20 – by this date, if the president rejects the BRAC commission’s recommendations the first time, the BRAC commission resubmits its revised recom-

mendations to the president

- Nov. 7 – by this date, president approves or disapproves the BRAC commission’s revised recommendations Once the president forwards the BRAC recommendations to Congress, Congress has 45 legislative days to enact a joint resolution rejecting all the recommendations or they become binding on DoD

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EMAIL:

tradocpao@monroe.army.mil



WEB:

www.tradoc.army.mil/pao/index.htm

What's **TRADOC Perspective**? It's a monthly "ezine" capturing TRADOC strategic stories and top articles while providing a perspective on what happened around the command during the previous month.

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Training and Doctrine Command Public Affairs Office's mission is to provide information to the TRADOC community, the Army at large and the general public about TRADOC. We serve as the command's official spokesperson and liaison with the news media. We provide professional and technical expertise to the commander and staff in the areas of command information, media relations, community relations and communications plans. We exercise operational control of The U.S. Continental Army Band as Headquarters TRADOC's prime community-outreach tool. We advise TRADOC senior mission commanders and their Public Affairs representatives. We also provide content oversight for TRADOC Webpages for currency, accuracy and compliance with CG vision, objectives and priorities.

Last blast: Letter from Iraq

Baghdad, Iraq, June 29, 2005

On July the Fourth, I will begin my trip home to the Army Management Staff College (Fort Belvoir, Va.). Before leaving, I can't resist one more story.

Before I came to Iraq, I remember the discussion in the press about removal of the statues of Saddam Hussein – the tall standing figure and four bronze-plated heads that adorned the Republican Palace. The heads were removed from the palace Dec. 1, 2003. At the time, the Coalition Provisional Authority said, "Three of them would be kept for now to determine whether they should be melted down, or perhaps kept for historical interest."

The other day, a Soldier told me he had just seen Hussein's head sitting in a motor park at Camp Prosperity – just a few minutes away. I drove out to see the three "heads" – each weighing three tons – tucked away encircled by some barbed wire ... dusty but otherwise sound, looking out at the world silently. I stood there for a few minutes, studying them – and although I presume the artist was under painstaking orders to make them all look the same, I could not help but think that each face looked different – moving from a look of power to one of quiet panic, and lastly to the realization that Gen. George Patton was on to something when he reminded us that, no matter how much power one has, "all glory is fleeting."

My battle buddy, Staff Sgt. SSG Brian E. Ekendahl, saw something different in the statues. He thinks the statues and their plight parallel that of the Iraqi people. When the statues adorned the seat of government, they were secure – yes, Saddam Hussein was a dictator, but no general insurgent violence. Now the people – and the statues – face an uncertain future, both still standing erect and in fairly good shape, but they can go either way – they're on the "tipping point," if you will.

For now, the statues will remain in the motor park, watching events unfold in Iraq just as we all do from near and far.



John Harrison examines a giant bust of Saddam Hussein, which once stood in the Republican Palace, June 27, a few days before his departure from Iraq.

Brig. Gen. Thomas P. Bostick, who passed command of the Gulf Region Division today to Brig. Gen. William H. McCoy, told CNN recently, "By putting shovels and hammers in their hands, the Iraqi people will build for their future rather than build improvised explosive devices and fight against us."

Perhaps the heads will be melted down to make such tools for these wonderful people, who do strive and suffer towards that better future – let us all hope so, and keep them in mind this July 4th.

John L. Harrison Sr.

Executive officer, Gulf Region Division, U.S. Army Corps of Engineers

TRADOC FOCUS AREAS MARCH THROUGH DECEMBER

- Access the "right" force (featured in June 2005 *TRADOC Perspective*)
- Continue to be responsive to the Army
- Implement the training strategy to increase the rigor and relevance of training
- Implement the education strategy to return agile (self-aware and adaptive) leaders to the operational force (featured in March 2005 *TRADOC Perspective*)
- Accelerate the transition to the future force

NEAR-FUTURE CALENDAR

| Event | Date | Location |
|--|---------|------------------------|
| Field Artillery School change of command | Aug. 5 | Fort Sill, Okla. |
| Quartermaster School change of command | Aug. 11 | Fort Lee, Va. |
| Infantry School change of command | Aug. 12 | Fort Benning, Ga. |
| Armor School change of command | Oct. 12 | Fort Knox, Ky. |
| Combined Arms Center change of command | TBD | Fort Leavenworth, Kan. |
| TRADOC change of command | TBD | Fort Monroe, Va. |